

# High Sick Leave Consumption Public Works & Assets



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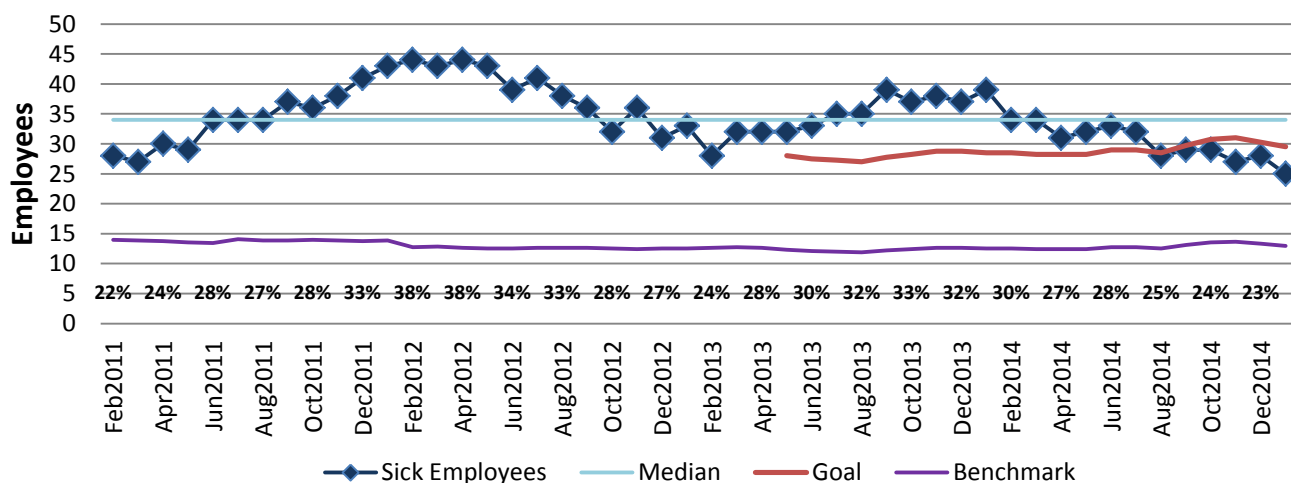
Process: Sick Leave Management

Baseline, Goal, & Benchmark		Source Summary	Continuous Improvement Summary	
Baseline: 40% of total employees - Oct 2012		Data Source: Payable Time Peoplesoft	Select Plan-Do-Check-Act Step	
Goal: Reduce the number of employees with high sick leave consumption to 25% or less of all employees.		Goal Source: Enterprise KPI for productivity	Measurement Method: # of employees who used 9 or more out of 12 sick <sup>1</sup> days in a 12 month period; rate calculated by dividing by total employees	
Benchmark: 11% LMG Top Quartile Oct2014		Benchmark Source: OPI sick leave study	Why Measure: Promote a culture in which sick time is used appropriately	
			Next Improvement Step: Validate the effectiveness of Sick Leave report.	
			Continue to track & monitor.	

## How Are We Doing?

Feb2014-Jan2015 12 Month Avg Goal	Feb2014-Jan2015 12 Month Average		Jan2015 Goal	Jan2015 Actual	
29	30		30	25	
Employees	Employees		Employees	Employees	

## High Sick Leave Consumption



## Brainstormed Root Causes

Culture

Union Contracts

Lack of Incentives and/or Disincentives

Lack of Knowledge